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EXECUTIVE COMMITTEE MEETING NO 2.

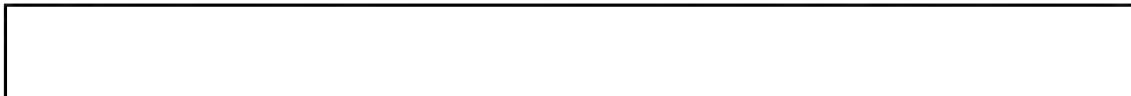
Monday, 30 April 1962 - 1600 Hours

General Carter, Presiding  
Col. White  
Mr. Cline  
Mr. Karamessines  
Mr. Kirkpatrick  
Mr. Houston  
Mr. Bross



Dr. Scoville - absent

1. Briefing on Cuba by Bill Harvey who described policy guidelines approved by the Special Group concerning action in Cuba. (55 minutes)



3. Approval was given to proceed with the Language Development Program as proposed, and also with the new Fitness Report form.



Executive Secretary

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Executive Registry

100-2639

Director's Staff Meeting, 24 April 1962

ACTION MEMORANDUM #2

TO: General Carter

After the discussion at the Director's Staff Meeting this morning concerning the language development program, you stated that the final decision on the proposed changes in the program will be made in the Office of the DCI.



Assistant to the Director

25X1

Director's Staff Meeting, 24 April 1962

Executive Registry

62-2638

ACTION MEMORANDUM #1

TO: Mr. Kirkpatrick, Mr. Karamessines, Mr. Cline, Dr. Scoville,  
Col. White, Mr. Sheldon, Mr. Kent, [redacted] Mr. Bross,  
Mr. Houston, [redacted] Col. Grogan and [redacted]

25X1  
25X1

Attached is one copy each of the current Fitness Report in use by the Agency and the proposed new Fitness Report under consideration for future use.

After some discussion at the Director's Staff Meeting, the D/DCI requested that each addressee study the new Fitness Report and submit to Col White as soon as practicable any substantive changes they might feel desirable in the proposed new report form. In giving consideration to this matter, the D/DCI specifically requested that all addressees give careful thought to the question of whether or not the individuals being rated should see the fitness report at the time of preparation. This subject will come up again for discussion at an early meeting.

[redacted]  
Assistant to the Director

25X1

Attachments

1. Current Fitness Report
2. Proposed Fitness Report

cc: Mr. McCone  
Gen. Carter

## DIRECTIONS FOR COMPLETING FORM 45, FITNESS REPORT

### GENERAL

#### 1. POLICY

It is Organization policy to inform employees of the effectiveness of their work performance. Organization policy also requires that supervisors record at least once each year their opinions and evaluations of the work performance of employees under their jurisdiction. Evaluations will also be made whenever it is necessary or desirable to provide Organization management with information which may be pertinent to future personnel actions affecting these individuals.

25X1 [ ] outlines policies concerning the requirements for submitting initial, annual, reassignment and special reports, showing the report to the employee and appeals procedure. The Fitness Report, Form 45, is used to record evaluations. However, an evaluation in memorandum form may be substituted for Form 45 for employees in Grades GS-14 and above.

#### 2. SUBMISSION

The Fitness Report will be submitted in duplicate to the Head of the Career Service concerned. The Head of the Career Service will retain one copy and will forward the original to the Office of Personnel.

#### 3. INITIAL REPORT

A Fitness Report will be prepared for each employee as of nine months after his entrance on duty with the Organization. An initial report need not be made when a Fitness Report has already been made for some other purpose within 90 days prior to the due date of the initial report. The initial report is of particular importance in providing a record of the supervisor's evaluation of the employee before the employee has completed his twelve-month trial period. An initial report may be deferred for a period not to exceed 30 days beyond the due date to provide the supervisor with additional time to evaluate an employee who has been under his jurisdiction for less than 90 days.

#### 4. ANNUAL REPORT

A Fitness Report will be prepared annually for each employee, except when a Fitness Report has been made for some other purpose within 90 days prior to the due date of the annual report. An annual report may be deferred until the employee has been under the jurisdiction of the supervisor for 90 days.

### SCHEDULE FOR SUBMISSION OF ANNUAL REPORTS

GRADES	FOR PERIOD ENDING	DUE IN OFFICE OF PERSONNEL	
		FROM HEADQUARTERS	FROM FIELD
GS-1 through GS-5	31 March	30 April	31 May
GS-6 through GS-8	30 June	31 July	31 August
GS-9 through GS-11	30 September	31 October	30 November
GS-12 and GS-13	31 December	31 January	28 February
GS-14 and above	31 March	30 April	31 May

#### 5. REASSIGNMENT REPORT

Supervisors will prepare a Fitness Report when the supervisor is changed by the reassignment of the employee or the super-

visor. When the supervisor is reassigned and has numerous reassignment reports to prepare he needs to complete only Section B of the report.

Encl 2

**DIRECTIONS FOR COMPLETING FORM 45, FITNESS REPORT**

**SECTION A — GENERAL**

The items of this section should be completed by the appropriate administrative or personnel officer. Special instructions for completing or omitting items of this part of the report

**SECTION B — EVALUATION OF PERFORMANCE OF SPECIFIC DUTIES AND OF OVERALL PERFORMANCE**

**Rating Scale**

The rating scale as set forth in this section in Form 45, Fitness Report, is to be used to reflect evaluation of Specific Duties and of Overall Performance. In making your selection of the adjective evaluation for Section B and in completion of the narrative in Section C the following factors should be considered as appropriate:

Cost Consciousness	Mobility
Security Consciousness	Initiative
Ability to Think Clearly	Versatility
Supervisory Effectiveness	Productivity
Acceptance of Responsibility	Decisiveness
Foreign Language Competence	Resourcefulness
Effectiveness of Oral Expression	Cooperativeness
Effectiveness of Written Expression	Records Discipline

**Rating of Performance of Specific Duties**

In this section the supervisor will list in order of importance the most significant duties the employee has performed during the rating period. Each duty shall be described in sufficient detail to provide information which may be useful later in considering individuals for other assignments. Your evaluation should be recorded by entering the appropriate letter in the box provided for your evaluation of each duty.

**Rating of Overall Performance in Current Position**

In making this rating the supervisor should take into account the employee's conduct on the job as well as his performance on all specific duties. Each supervisor will weigh these factors in his own mind so as to arrive at a rating which will reflect an employee's overall value on the job.

**SECTION C — NARRATIVE COMMENTS**

In this section the supervisor describes the employee's demonstrated abilities or deficiencies in the performance of his present job. This may include comments regarding a specific duty by direct reference to that duty. Any relatively high or low

ratings in Section B should be explained or amplified by supporting statements. In addition, the supervisor may comment here on any extenuating circumstances which affect the productivity and effectiveness of the employee. Comment should be made on the relative performance of the person being rated with other people known to the rater doing comparable work. In commenting on the manner of performance of managerial or supervisory responsibilities, abilities and skills in such as the following should be considered:

Delegation of responsibility  
Establishment and maintenance of clear lines of authority  
Use of personnel, space, equipment, funds, etc.  
Formulation and coordination of programs  
Developing teamwork

In completing the ratings on Career-Provisional employees comment should be made on the intent, capability and desire of the individual to fulfill the service obligations of the Career Service to which he is assigned.

**SECTION D — CERTIFICATION AND COMMENTS**

The person being rated may attach to his fitness report a memorandum concerning any part of the report. The memorandum will be attached to the original for inclusion in the Official Personnel Folder.

Reviewing officials are responsible for assuring that all reports made by rating officials under their jurisdiction are consistent and reflect uniform standards of reporting. Through the counseling and supervision of rating officials, reviewing officials can play a major role in improving the operation of the Fitness Report program.

In addition, reviewing officials should as a matter of practice submit a brief narrative evaluation of the performance and potential of the individual being rated, noting the degree to which he is personally familiar with the individual and his work. Even though the reviewing official may not be able to evaluate the individual from firsthand experience with him, it is likely that the reviewing official may be able to contribute useful information concerning future utilization or training of the individual based on the review of his record of performance and assignments.

If the reviewing official is in substantial disagreement with the rating official he should state whether or not he has discussed the evaluation with the rating official and the employee.

When a person departs an overseas station without having been shown his Fitness Report, it is incumbent upon the Career Service to have the report shown to the individual.

**SECRET**  
(When Filled In)

<b>FITNESS REPORT</b>				EMPLOYEE SERIAL NUMBER	
<b>SECTION A GENERAL</b>					
1. NAME (Last) (First) (Middle)			2. DATE OF BIRTH	3. SEX	4. GRADE
5. SD			6. OFFICIAL POSITION TITLE		
7. OFF/DIV/BR OF ASSIGNMENT			8. CURRENT STATION		
9. CHECK (X) TYPE OF APPOINTMENT			10. CHECK (X) TYPE OF REPORT		
<input type="checkbox"/> CAREER <input type="checkbox"/> RESERVE <input type="checkbox"/> TEMPORARY			<input type="checkbox"/> INITIAL <input type="checkbox"/> REASSIGNMENT SUPERVISOR		
<input type="checkbox"/> CAREER-PROVISIONAL (See instructions - Section C)			<input type="checkbox"/> ANNUAL <input type="checkbox"/> REASSIGNMENT EMPLOYEE		
<input type="checkbox"/> SPECIAL (Specify):			<input type="checkbox"/> SPECIAL (Specify):		
11. DATE REPORT DUE IN O.P.			12. REPORTING PERIOD (From- to-)		
<b>SECTION B PERFORMANCE EVALUATION</b>					
<p><b>W - Weak</b> Performance ranges from wholly inadequate to slightly less than satisfactory. A rating in this category requires positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section C.</p> <p><b>A - Adequate</b> Performance meets all requirements. It is entirely satisfactory and is characterized neither by deficiency nor excellence.</p> <p><b>P - Proficient</b> Performance is more than satisfactory. Desired results are being produced in a proficient manner.</p> <p><b>S - Strong</b> Performance is characterized by exceptional proficiency.</p> <p><b>O - Outstanding</b> Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.</p>					
<b>SPECIFIC DUTIES</b>					
List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).					RATING LETTER
SPECIFIC DUTY NO. 1					RATING LETTER
SPECIFIC DUTY NO. 2					RATING LETTER
SPECIFIC DUTY NO. 3					RATING LETTER
SPECIFIC DUTY NO. 4					RATING LETTER
SPECIFIC DUTY NO. 5					RATING LETTER
SPECIFIC DUTY NO. 6					RATING LETTER
<b>OVERALL PERFORMANCE IN CURRENT POSITION</b>					
Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.					RATING LETTER

**SECRET**

(When Filled In)

**SECTION C** Approved For Release 2003/08/25 : CIA-RDP80B01676R002400030015-9

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain ratings given in Section B to provide basis for determining future personnel action. Manner of performance of managerial or supervisory duties must be described, if applicable.

**SECTION D** **CERTIFICATION AND COMMENTS****1. BY EMPLOYEE***I CERTIFY THAT I HAVE SEEN SECTIONS A, B, AND C OF THIS REPORT*

DATE

SIGNATURE OF EMPLOYEE

**2. BY SUPERVISOR**

MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION

IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

DATE

OFFICIAL TITLE OF SUPERVISOR

TYPED OR PRINTED NAME AND SIGNATURE

**3. BY REVIEWING OFFICIAL**

COMMENTS OF REVIEWING OFFICIAL

DATE

OFFICIAL TITLE OF REVIEWING OFFICIAL

TYPED OR PRINTED NAME AND SIGNATURE

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SECRET

24 April 1962

MEMORANDUM FOR THE RECORD

SUBJECT: Agency Policy on Surplus Personnel

1. The Executive Committee, in reviewing the program for releasing surplus personnel, recommended on 23 April, and the Chairman approved, a policy that the program will continue in accordance with established procedures of [ ] without exceptions.

25X1

2. Personnel declared surplus by a Career Service must be separated from that Career Service. They are, of course, eligible for transfer to other Career Services but must become bona fide members of the Career Service to which transferred.

25X1

[ ]

25X1

Executive Secretary

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**CONFIDENTIAL**

EXECUTIVE COMMITTEE MEETING

MONDAY 30 APRIL 1962 - 4:00 P. M.

AGENDA:

1. Briefing on Cuba
2.
3. Language Development Program ..... (Kirkpatrick)

Kirk:

Can I see what all others have  
to say and we'll sign off on something?

*RE*

DDCI:

This was only comment received.  
Presume all others agree with DTR  
proposal per discussion at meeting.

*LOR*

OK - Shout the majority

*RE*

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LDR-137-62

26 April 1962

MEMORANDUM FOR: Executive Director

SUBJECT : DD/R Comment on OTR Proposal for  
Revising the Language Development  
Program

1. With the exception of some specialists in Headquarters elements who constantly deal with foreign language publications, the Language Development Program of the Agency is directed primarily toward the development of proficiency in CS employees. Since this is the case, the following comments are in the nature of observations for whatever relevance they may have to the major problem facing the Agency in this field.

2. Having said this, let me record my belief that voluntary part-time language study will seldom, if ever, develop really usable fluency in foreign languages in those individuals where competence is needed. Our experience with the present program has indicated quite clearly that cash awards for voluntary study often accomplish little more than enriching professional linguists and persons to whom such learning comes easily, many of whom have no intention (or indeed, ability) to use it operationally.

3. If this observation is accurate, it then follows that the only effective way to increase language competence is through directed, duty hours study, usually full-time, to be engaged in by selected individuals. The question then arising is whether simply being on the payroll during such study is sufficient compensation. I would argue that it is, in the case of Modern European languages whose utility is quite broad and the learning of which does not require either a long investment in time or a tentative commitment to a relatively narrow field of endeavor. On the other hand, learning the very difficult and increasingly more important languages of the less developed world (including China) does entail arduous study and an implied commitment to a somewhat narrow specialization. The Russian language is a special

case, being both difficult and of enormous importance. I do not think we would be amiss in sweetening these situations by granting substantial cash awards for the acquisition of usable fluency in such languages. (Cf, the KGB rate.) The number of awards would not be great in any case, and the prospect of such awards could be considered an incentive toward intensive application to the task of learning. For those who do not achieve the desired proficiency, the fact that they had been on the payroll during the process would be considered adequate compensation. It is probably worth repeating that the Agency should not invest the time and money in providing such training unless it is in reasonable anticipation of a specific assignment requiring the use of the language.

3. With this background, the following are my comments on the specific recommendations of the Office of Training:

a. Eliminate awards for directed (i.e., duty hours) training.

Comment: Concur in the case of Modern European languages; non-concur in the case of others.

b. Eliminate awards for FRENCH, GERMAN, SPANISH and ITALIAN.

Comment: Concur

c. Eliminate awards for maintenance of proficiency.

Comment: Concur in the case of Modern European languages; non-concur in the case of others.

d. Require certification by Heads of Career Services, prior to granting awards, in each case, that persons receiving awards will have reasonable possibilities of using the language for the Agency.

Comment: Concur

e. Pay achievement awards for voluntary training as follows:

PROFICIENCY (type)	SPECIALIZED		COMPREHENSIVE	
PROFICIENCY (level)	INTER	HIGH	INTER	HIGH
	\$200	\$400	\$300	\$600

Comment: Concur (though I doubt there will be many awards).

f. If it is desirable to continue some incentive to maintain proficiency, "use awards" could be established. Use awards would either be calculated on a percentage of base pay, or be a fixed lump sum, paid annually in either case, throughout the duration of an overseas tour, to all persons serving overseas who qualified at designated levels of proficiency in the use of the official foreign language, or a designated important secondary language. Suggested values for use awards are:

PROFICIENCY (type)	SPECIALIZED		COMPREHENSIVE	
PROFICIENCY (level)	HIGH		INTER	HIGH
Percent of Base Pay	3%		3%	5%
Lump Sum	\$400		\$400	\$600

Comment: Concur

SIGNED

HERBERT SCOVILLE, Jr.  
Deputy Director  
(Research)

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